



PRINCIPAL PARTNER

HANCOCK PROSPECTING

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Inclusion and Diversity Policy



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Purpose

This policy provides the framework by which Rowing Australia manages and encourages inclusion and diversity across the organisation. People are the heart of what we do at Rowing Australia, and we believe that inclusion and diversity is a business imperative.

We want to create an environment that enables our people to thrive and achieve their life goals. Our goal is to create a culture that is diverse, inclusive and respects and celebrates our differences.

Creating a safe, respectful and inclusive place to work will provide an essential foundation for our people to successfully contribute to meeting our objectives, enhance reputation, improve the stakeholder experience and achieve sustainable business results.

Scope

This policy applies to:

- Rowing Australia's Board of Directors
- Committees appointed by either the Board or Management
- all employees and contractors of our organisation
- persons seeking employment with us

Policy

Rowing Australia's Belief in Inclusion and Diversity

Valuing and managing diversity means that we will:

- promote and encourage a diverse and inclusive workforce, by fostering an environment of mutual learning, respect, dignity, openness to other cultures and an appreciation of difference and different perspectives
- attract and retain a Board of Directors whose composition reflects a diversity of backgrounds, knowledge, experience and abilities
- seek to ensure that the structure of membership committees appointed by either the Board or Management will reflect a diversity of backgrounds, knowledge, experience and abilities
- seek to ensure that its business practices, systems and processes do not prevent people from diverse backgrounds having equality of opportunity within the organisation.

Definitions

In this Inclusion and Diversity Policy:

- Diversity refers to the visible and invisible differences that exist between people, including (but not limited to) race, colour, physical features, sex, sexual preference, gender identity, lawful sexual activity, age, physical or mental disability, marital status, family responsibilities, pregnancy, breastfeeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity or trade union membership. It also refers to diverse ways of thinking and ways of working.
- A reference to employees/members/candidates/people "of a particular diversity dimension" refers to employees/members/candidates/people of a particular race, colour, physical features, sex, sexual preference, gender identity, lawful sexual activity, age, physical or mental disability, marital status, family responsibilities, pregnancy, breastfeeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity or trade union membership.
- Inclusion refers to ensuring that current, future and potential employees and members have equality of opportunity in the organisation without any barriers or obstacles as a result of their race, colour, physical features, sex, sexual preference, gender identity, lawful sexual activity, age, physical or mental disability,

marital status, family responsibilities, pregnancy, breastfeeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity or trade union membership.

Workforce Inclusion and Diversity

To achieve a diverse and inclusive workforce, we support the following practices.

- **Gender equality**

We aim to create a culture that values, promotes and benefits from gender diversity and equality. We will ensure equal rights and opportunities for people through regular remuneration reviews to identify any gender pay gaps, attract and develop female talent and educate our people leaders about gender equality. Our policies will be regularly updated to reflect our processes for ensuring gender equality and opportunity in the workplace. An annual review of the Remuneration and Incentive Framework will be undertaken to ensure it is consistent with market expectations, reduces or removes any gender pay gaps and contains no systemic bias.

- **Inclusion**

We are committed to recognising and celebrating the diversity of the organisation through creating an environment that values, respects and encourages a diverse range of views, knowledge and experience.

When hiring and promoting candidates, Management will consider diversity in the selection and appointment processes to ensure there is no intended or unintended bias or discrimination throughout the processes to ensure that talent management decisions are made consistently, fairly and equitably across the organisation.

Management will endeavour to ensure that there is no intended or unintended discrimination towards or against employees of diversity dimensions concerning the remuneration that they receive for their work.

We will invest in the physical, mental and emotional wellbeing of our people through ongoing education around inclusion and diversity initiatives, ensuring our policies and processes support and encourage equal opportunity for all individuals and create a culture of inclusion.

- **Flexible work arrangements**

We recognise the importance of providing flexible work arrangements for all employees to achieve the right balance between personal and work responsibilities and for the continued success of the organisation.

We are committed to creating a workplace that is truly flexible and considers the workforce of the future to enable our people to balance and achieve their whole life goals. This will create the foundation to ensure our organisation is well-positioned to attract and retain the best talent for our organisation regardless of personal circumstances.

In recognition of flexible work practices and to assist employees in meeting their personal responsibilities outside of work, we have in place an established framework which enables and encourages transparent and cooperative discussion on flexible work arrangements. The framework outlines the process for implementation and ongoing Management of those arrangements in accordance with applicable statutory requirements.

- **Board Inclusion and Diversity**

We committed to attracting and retaining a Board of Directors whose composition reflects a diversity of backgrounds, knowledge, experience and abilities.

The Board, will consider issues of diversity in developing its selection criteria, skills mix and process for recommending candidates to the Council for appointment to the Board.

In furtherance of its objective to achieve gender diversity on the Board, the representation of the Board is maintained to be 50/50 gender balance with consideration of the number of board members at any given time.

The Council will make appointments to the Board based on merit. However, it will also consider issues of diversity and the mix of skills required to achieve the organisational goals best.

Board and Management appointed Committees Inclusion and Diversity

- **Nomination processes**

The Board and Management will seek to attract a diverse pool of suitably skilled candidates for available positions through a wide range of promotional activities. Also, they will endeavour to ensure that there is no intended or unintended discrimination towards or against candidates of particular diversity dimensions when it comes to nominating members for roles on membership committees.

- **Appointment processes**

The Board and Management consider issues of diversity when developing the skills mix, processes for the appointment and when making appointments to the relevant committee. Appointments to membership committees will be based on merit.

Reporting and Compliance

- **Reporting and measuring inclusion and diversity**

Management will regularly report to the Board on the progress towards achieving the organisations' diversity objectives.

The Board will report annually to members, staff and external stakeholders via the Annual Report.

- **Policy Compliance**

Management will ensure that all employees undertake regular (at least annual) compliance training concerning Inclusion and Diversity, legislative and other responsibilities relating to anti-discrimination, workplace harassment and bullying, and equal employment opportunity.

The Chief Financial Officer (CFO) will conduct regular reviews of the processes involved in workforce recruitment, remuneration and performance management to assess the implementation of and compliance with this policy.

Review of the organisational inclusion and diversity policy

Management, along with the Board, will review and amend this policy from time to time as required.